

05.

MANAGEMENT



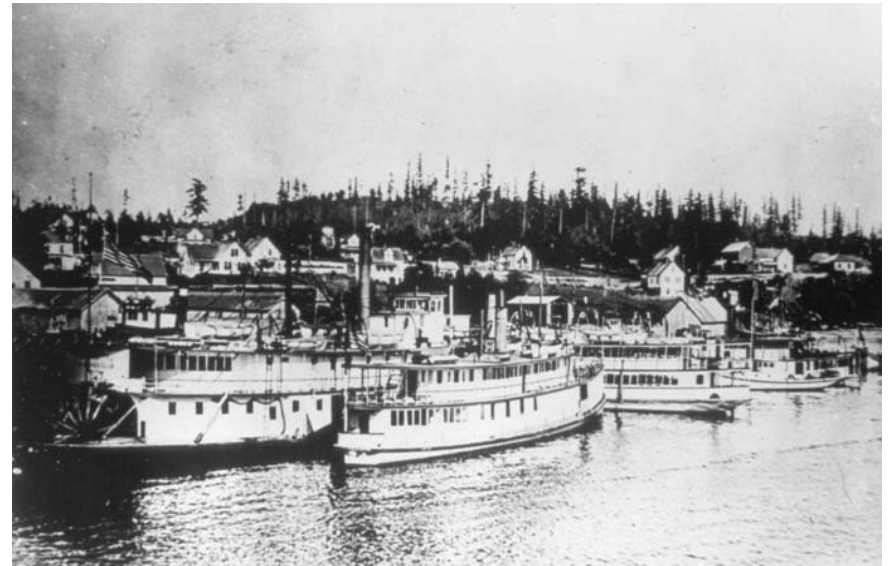
# Management

## History

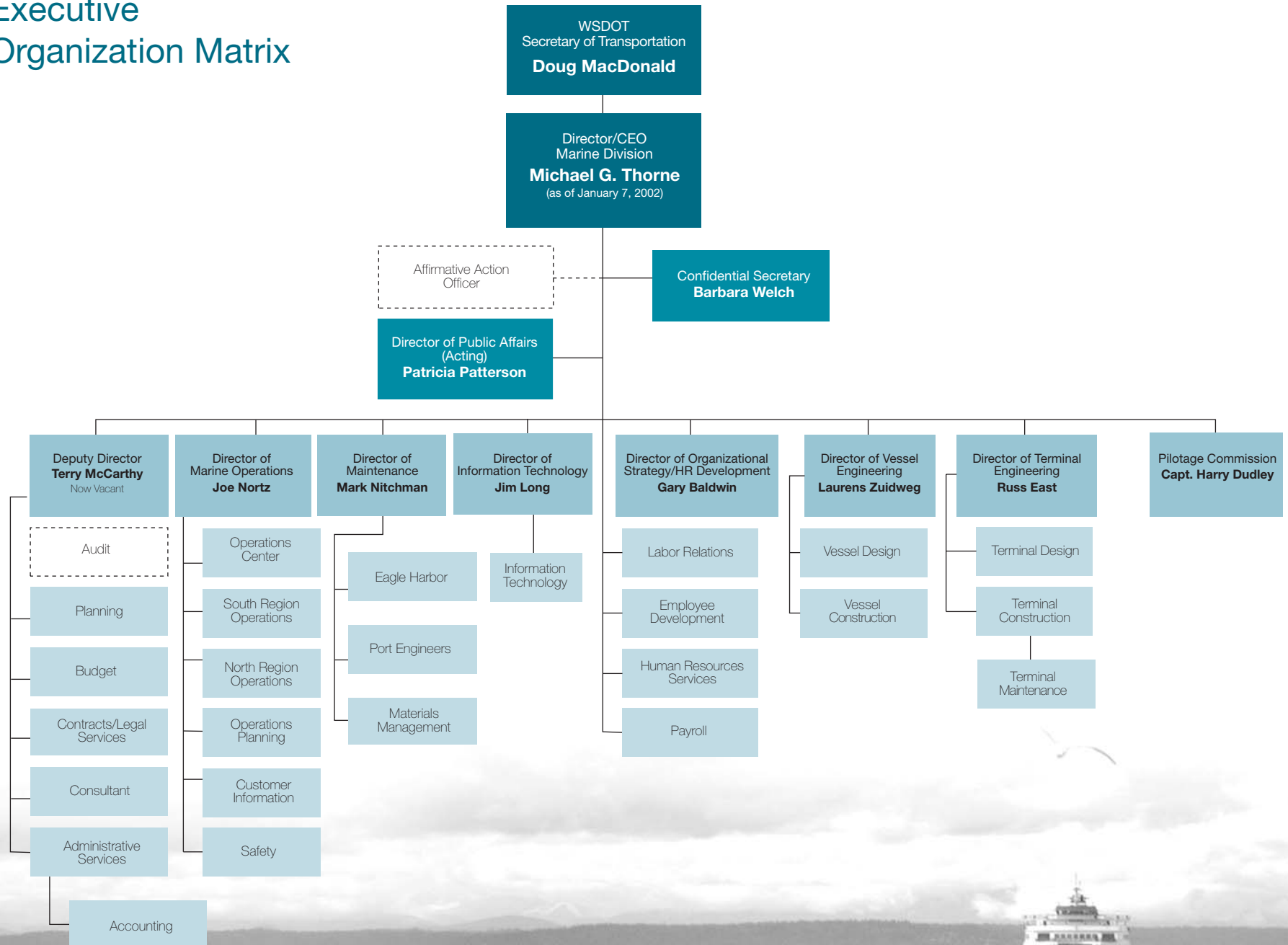
Ferry service on Puget Sound began with the legendary Mosquito Fleet—numerous privately-owned, passenger-only ferries. In the 1930s, the Puget Sound Navigation Company came to the fore as the leader in ferry transit. That changed on June 1, 1951, when the State took over ferry transit on the Sound with vessels and terminal facilities purchased from the Puget Sound Navigation Company. In the beginning, the responsibility for managing the ferry system was shared by the Toll Bridge Authority and the State Highway Commission. The Toll Bridge Authority set fares and controlled the system's finances, including long-term indebtedness, while the State Highway Commission controlled the operation of the ferry system. In 1977, the two agencies were combined under the existing Washington State Department of Transportation (WSDOT). WSF is the marine division of WSDOT, and falls under the direction of the Transportation Commission. This seven-person commission develops long-range plans

for each mode of transportation, sets six-year investments programs, approves capital project lists, and adopts biennial budgets.

Both WSDOT and WSF made significant leadership and organizational changes during the 1999/01 biennium. A new Transportation Secretary was welcomed at WSDOT and WSF bid farewell to its Chief Executive Officer. An interim management team for WSF was established while a new CEO was hired. WSDOT was also reorganized to include WSF's Director/CEO as a Deputy Director of WSDOT that reports directly to the Secretary of Transportation. Previously WSF's CEO reported to the Assistant Secretary of WSDOT.



# Executive Organization Matrix



## Strategic Plan

WSF's strategic plan, *Momentum*, is its management framework and symbolizes its attitude and determination to be the best ferry system in the world and to earn the confidence of its stakeholders. The plan, initiated in 1996, is composed of three parts: a mission, strategic initiatives, and goals. WSF's mission includes a business definition, vision, and guiding principles.

- ▶ WSF's business definition is, "... to provide marine mass transportation linkages for people and goods throughout the greater Puget Sound Region and Vancouver Island."
- ▶ WSF's vision is "to be the most efficient, affordable, customer-focused ferry operator in the world."
- ▶ WSF's guiding principles are safety, customer service, public trust, excellence, respect for others, and partnerships.

In the 1999/01 biennium, WSF has continued to implement the strategic plan by building a customer-service ethic, developing effective managers and employees, strengthening its organization, improving decision-making and measurement, developing a technology strategy, and refining its business processes.

*Momentum* also forms the framework for WSF's performance measurement and management. WSF measures progress towards its strategic goals, including: customer satisfaction, operating performance, safety, a productive work

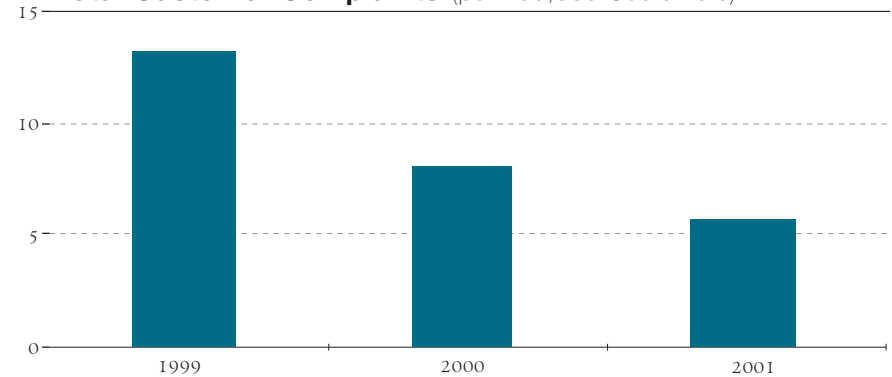
environment, financial responsibility, and distribution capability. Based on the premise that "you cannot manage what you cannot measure," WSF constantly gathers performance data and uses the information to measure, monitor, and manage performance. Since December 1998, WSF has collected and published performance information in its quarterly corporate *Performance Measures Report*. Two important WSF performance measures—customer satisfaction and operating performance—are also incorporated in WSDOT's new, quarterly performance measurement report, *Measures, Markers, and Mileposts*, which is available on-line at

<http://www.wsdot.wa.gov/accountability/default.htm>

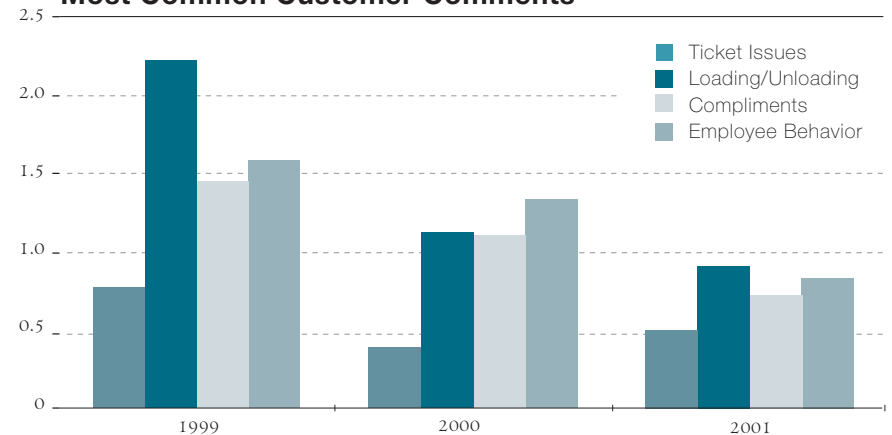
## Customer Satisfaction

Customer satisfaction data are collected by WSF's Operations Center staff on a daily basis and compiled in its automated operations support system (AOSS) database. This information is cross-tabulated for measurement and action. WSF's goal to increase customer satisfaction has been met since 1998, when WSF first began collecting this information. The number of complaints per 100,000 customers has reduced by half between 1999 and 2001—from about 12 per 100,000 to fewer than six. In fiscal year 2001, the most common customer comments related to vessel loading and unloading, employee behavior, compliments, and ticket issues.

**Total Customer Complaints** (per 100,000 Customers)



**Most Common Customer Comments**




## Operating Performance

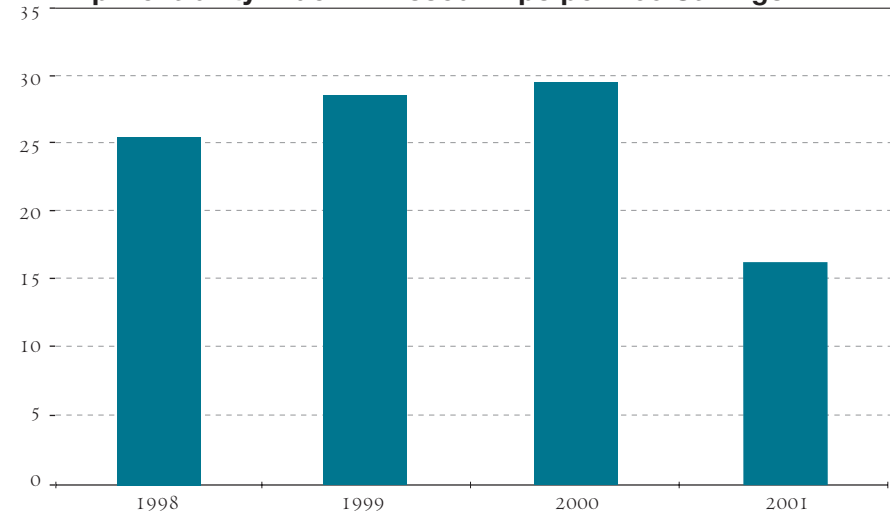
WSF's operating performance goals are to improve service reliability, and to improve on-time service. WSF has been measuring trip delivery since 1998, and began collecting on-time service data in June 2001 utilizing Global Positioning System (GPS) technology.

WSF completed 99.6% of its 178,500 scheduled trips in fiscal year 2001. This is the highest rate recorded since WSF began measuring service reliability in 1996. WSF calculates a reliability index, which represents the average number of cancelled trips that an average commuter would experience over the course of one year, assuming a commuter worked 200 days per year and made 400 ferry trips. In 2000, the average number of cancelled trips per commuter per year was approximately three. In 2001, WSF experienced a marked improvement as the number of cancelled trips was reduced by half to approximately 1.5 per commuter per year.

In 2001, WSF cancelled 1,087 trips, of which 355 trips were replaced. The leading causes of missed trips were unexpected events, vessel-related problems, tides and weather, and emergencies. The most common vessel-related problems were attributed to vessel propulsion systems. To address this concern, propulsion system improvements continue to be a focus of WSF's capital preservation program. Unexpected events included such things as vessels diverted by the U.S. Coast

Guard to participate in search and rescue operations, and malicious threats against WSF terminals and vessels. All trips cancelled due to tides were on the Port Townsend/Keystone route, which experiences periodic high-current ebb tides. These trips are typically cancelled with advanced notice and some sailings are diverted to later the same day once the water conditions ease. A new class of maneuverable vessels is being considered to replace the aging Steel Electric-class vessels on this route, which would virtually eliminate missed trips due to tide conditions. 

## Trip Reliability Index - Missed Trips per 400 Sailings



## Most Common Trip Cancellation Causes FY 2001

